



A P E E R - L E D P R O J E C T

Starter Kit



A PEER-LED PROJECT

Starter Kit

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What is SHIELD?

The Self-Help in Eliminating Life-threatening Diseases (SHIELD) intervention is a group level HIV prevention intervention that trains current and former drug users to be Peer Educators. As a Peer Educator, participants learn communication skills to conduct Peer Outreach to the people in their social network. Participants are also taught HIV prevention information and risk reduction skills.

The SHIELD Intervention has 2 main goals:

- 1) To train individuals to be Peer Educators who conduct outreach with peers by sharing HIV risk reduction information.

As a Peer Educator, participants learn risk reduction information and skills. They also learn communication skills (called PEER Communication skills) to prepare them for peer outreach. While many people think that peer outreach is done with the community at-large or with strangers, in the SHIELD program, peer outreach is focused on people in their social network. A social network is the group of people who the Peer Educator knows well or feels very comfortable with, such as drug or sex partners, family, friends, support group members, etc.

- 2) To reduce Peer Educators' own HIV risk behaviors.

Participants also begin to use the HIV risk reduction information and skills that they learn in the SHIELD sessions to change their own risky behaviors to maintain credibility as a Peer Educator.

The SHIELD intervention is delivered through 6 fun and interactive sessions. Each session lasts 1½ -2 hours and is held in a small group setting (4-12 participants). The small group setting is important for Peer Educator training because it facilitates participant sharing and learning from each others' experiences.

Each SHIELD Group is led by two trained facilitators. Through facilitated discussion, skills building activities, role-plays, and demonstrations, information, referrals, and risk reduction materials are delivered. Also, participants are assigned homework assignments to practice their Peer Educator skills outside of the group setting.

The topics of the SHIELD intervention sessions are:

- Session 1: Introduction to the Peer Educator role and Peer Outreach
- Session 2: Peer Educator Communication skills (PEER)
- Session 3: Reducing sexual risk behavior-Part 1
- Session 4: Reducing sexual risk behavior-Part 2
- Session 5: Reducing injection drug use risk behavior
- Session 6: Graduation and sustainability of Peer Outreach

It is important to emphasize that each of the 6 SHIELD sessions focus on a range of risk reduction options, including abstinence and condom use, people can practice to prevent HIV. SHIELD is not appropriate for agencies whose sole mission is to promote abstinence from sex or cessation of drug use.

SHIELD Target Population- Who is SHIELD for?

In the original SHIELD research study, the SHIELD participants were 94% African American, 61% Male, 85% unemployed, 65% reported less than \$500 of income in the past 30 days, and 57% had less than a high-school education. The average age of participants was 39 years.

SHIELD is designed for adults (18 years and older) and may be implemented with men and women as well as individuals who are HIV positive or HIV negative. SHIELD, which has primarily been implemented with heroin and cocaine users, is appropriate for former and current drug users who interact with other drug users. While some participants have been injection drug users, others have been non-injection drug users who interact with injection drug users. Agencies may adapt SHIELD to implement with non-injection drug users or other populations such as methamphetamine users.

In the SHIELD study, many participants were in recovery when they went through the Peer Educator training. Recovery is a different experience for each individual. Some recovering individuals can interact with other drug users while others may relapse. SHIELD is not an abstinence-based program. Rather, the curriculum focuses on risk reduction options. For individuals who are in drug treatment or recovery, learning about drug-related risk reduction options may trigger drug use. Agencies working with individuals who are former drug users or in recovery are cautioned to carefully assess if the SHIELD intervention is appropriate for a particular individual. Also, agencies need to decide if a mixed group (i.e., active drug users and individuals in recovery) is appropriate at their agency.

Peer Education requires motivation, social skills, and dedication. Therefore, it is important that a participant has a willingness and interest in conducting Peer Outreach.

In addition, participants must feel comfortable talking to active drug users or people at risk for HIV through their sex behaviors in order to conduct their Peer Outreach.

Setting

SHIELD was originally conducted in an urban, community-based research clinic. Although the setting may vary, it is important to hold the intervention in a location that is easily accessible by the target population. Agencies should offer directions or maps of public transportation routes to the setting. Confidentiality is an important component, therefore, sessions should take place in a non-threatening, “safe” place for participants.

Number of Participants

The original SHIELD intervention sessions were held with the number of participants ranging from 4-12. In the Pre-implementation section of this guide, we offer guidance for the number and composition of each SHIELD cycle.

Timing and Frequency of Sessions

The timing of intervention sessions should be convenient and consistent for participants. SHIELD sessions have been implemented in mornings, afternoons, evenings, and weekends. We recommend holding 2 groups per week with at least a day in between sessions. For example, hold Session 1 on Monday and Session 2 on Thursday. The following week, Session 3 would be on Monday and Session 4 would be on Thursday, and so on.

As a formative activity, agencies should talk to members of the target population to determine ideal times to hold the intervention sessions. Agencies are encouraged to put together a calendar of session dates prior to implementation.

Each set of Sessions 1-6 is considered a SHIELD cycle. An agency should determine the number of cycles to hold on a quarterly or annual basis based on the requirements from their funding agency.

Research Findings

The SHIELD intervention was effective at producing the following results among Peer Educators 6 months after they completed the intervention:

- Increased condom use during vaginal sex with casual sex partners (16% of Peer Educators vs. 4% of control group);
- Increased condom use during oral sex with casual sex partners (12% of Peer Educators vs. 3% of control group);
- Reduced needle sharing (69% of Peer Educators vs. 30% of control group);
- Decreased injection drug use frequency (48% of Peer Educators vs. 25% of control group); and
- Stopped using injection drugs (44% of Peer Educators vs. 22% of control group)

Benefits of Implementing SHIELD

The SHIELD intervention may reach high-risk individuals who are hidden or hard-to-reach. SHIELD is low-cost and requires few resources and minimal technology.

SHIELD participants have reported both tangible and intangible things out of participating in SHIELD. These benefits include:

- Learning new information and getting risk reduction materials that they can use to be safer themselves.
- Gaining pride in being a part of the solution rather than the problem in the fight against HIV in their community.

- Having increased self-esteem; and
- Receiving respect from family and friends.

What SHIELD is Not

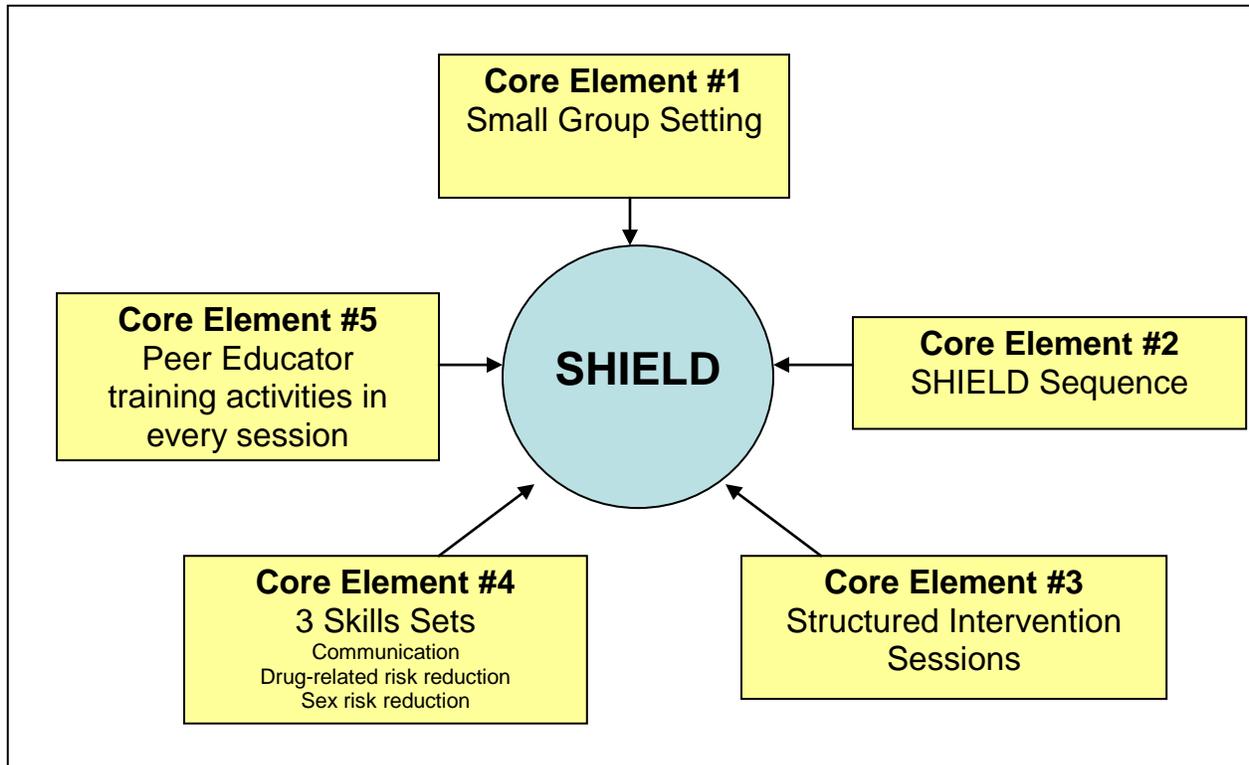
In the previous sections, we have discussed what the SHIELD intervention is. It is important to note what the SHIELD intervention is not.

- ***SHIELD is not a support group.*** A support group is a group of individuals who share a common problem or challenge, such as addiction or mental health problems. A support group gathers together regularly to discuss the challenge and provide social support to each other. Although participants are encouraged to share experiences and offer social support, the group sessions focus on a specific curriculum to teach peer education and risk reduction skills. Clients that are in need of support groups should be referred to other services. Clients may participate in SHIELD and a support group simultaneously.
- ***SHIELD is not drug treatment or a recovery group.*** The SHIELD intervention is designed for former and current drug users. While some SHIELD participants may decrease or cease their drug use as a result of being in the program, the skills that are presented in the SHIELD intervention sessions include various risk reduction options in addition to abstinence. Individuals who are seeking drug treatment or recovery services should be referred to other services. The staff conducting the pre-contact session should assess the appropriateness for this individual being enrolled in SHIELD based on their interest in drug treatment services. For example, someone who is seeking a 90 day treatment program may not be appropriate for enrollment into the SHIELD project because their attendance may be limited.
- ***SHIELD is not a job training program.*** SHIELD is a Peer Educator training program. Peer Educators conduct peer outreach on a volunteer basis. Some SHIELD participants may feel like being a Peer Educator is a “job” and this training may enable and facilitate them in obtaining employment. Agencies should clarify with participants that they are not employees of that agency.

Core Elements of the SHIELD Intervention

The SHIELD intervention has been shown to be effective in changing risky sex and drug behaviors among former and current drug users.

Below is a list of the five Core Elements of the SHIELD intervention and the supporting rationale behind each one. Each of these core elements must be maintained to ensure fidelity to the SHIELD intervention. Without each of the core elements, the intervention may not be effective at changing HIV risk behaviors.



1) SHIELD is implemented in a small group setting to offer participants an environment that is conducive to sharing experiences and gaining social support from peers.

Rationale: Small group sessions (4-12 individuals) facilitate learning through shared experiences and encouragement among peers. In the small group setting, participants hear their peers' experiences with personal risk reduction and peer outreach as well as share their own experiences. As the sessions progress, participants will have the opportunity to observe each other's communication and risk reduction behaviors through role-plays and demonstrations. By observing others practice risk reduction, participants may become motivated to change their own behaviors. The small group approach also leads to social support towards risk reduction among participants.

2) Participants go through the SHIELD Sequence- a series of activities that includes pre-program contact and six intervention sessions in a specified sequence.

Rationale: Peer education requires motivation and willingness to interact with social network members. Thus, potential participants should be briefed about the SHIELD intervention and screened to determine if peer education is appropriate for them during the Pre-program contact. Once a client is screened eligible, they will progress through Sessions 1 through 6. This order is important to build risk reduction and communication skills, develop the Peer Educator identity, and establish a supportive environment where participants can share their experiences.

3) Each SHIELD intervention session follows a specific structure that includes 5 components.

Rationale: Each intervention session follows a specific structure. This structure includes the following five components: 1) homework check-in; 2) presentation of new information; 3) Peer Educator training activities (i.e. group problem-solving and role-plays); 4) homework assignment and practice; and 5) summary of the session. By following this structure, risk reduction and communication skills are reinforced and participants have opportunities to practice their Peer outreach. For more information about the SHIELD session structure, please refer to the SHIELD Facilitators Guide.

4) SHIELD sessions aim to build three sets of skills necessary for participants to be a Peer Educator. These skills are:

- Communication skills for conducting effective peer outreach (**PEER**)
- HIV drug-related risk reduction techniques
- HIV sex-related risk reduction techniques

Rationale: The central focus of the SHIELD intervention is to train individuals to be Peer Educators. Peer Educators are taught four basic communication skills to be used during peer outreach. These four communication skills (PEER) include Pick the right time and place; Evaluate their situation; Explore safer options for their situation; Resources and referrals. PEER is an acronym to assist Peer Educators in recalling the four communication skills.

The main objective of Peer Outreach is to educate social network members about techniques to reduce one's risk for HIV. SHIELD participants learn drug and sex-related risk reduction information and skills to disseminate through their social networks as well as to lower their own risk for HIV. These risk reduction skills are presented through risk ladders, demonstrations, and games. Peer Educators are encouraged to use their PEER communication skills to share this information with their social network members.

5) Every session includes interactive Peer Educator training activities which build Peer Outreach skills and increase Peer Educator self-efficacy. Through increased self-efficacy, participants develop a Peer Educator Identity.

Activities include:

- Facilitator Role-models
- Group Problem-solving activities
- Role-plays

Rationale: Becoming a Peer Educator and conducting Peer Outreach is a process. First, participants need to be introduced to the concept of Peer Education. Then, by engaging in activities and discussion about peer outreach throughout each session, the Peer Educator role is reinforced which leads to adoption of the Peer Educator Identity. Peer Educator identity means that the participant sees themselves as a Peer Educator and looks at Peer Outreach as an important role in their lives.

Interactive sessions include hands-on activities that help participants increase their self-efficacy, or confidence in one's ability to be a Peer Educator. Communication skills can be practiced with other participants in the small group. In the small group, participants give peer feedback and suggestions. Within the small group, participants can learn and then model the ways they can share with others and negotiate for themselves new safer injection and safer sex skills. Interactions with peers within the small group help participants adopt the Peer Educator Identity.

SHIELD Intervention Getting Started & Pre-Implementation Timeline

Activity	Timeline for completion of activity	Staff person responsible for activity	Objective	Forms/Materials needed
Conduct Agency Self-Assessment	Immediately	Agency Administrator	1) Determine current capacity to implement SHIELD 2) Identify areas that need to be strengthened prior to implementation (i.e. based on self-assessment worksheet)	1) Agency Self-Assessment worksheet 2) SHIELD starter kit
Conduct Community Resources Assessment	Immediately	Agency Administrator	1) Identify resources in the community that may be used as options and resources for the SHIELD intervention	1) Agency resource guide
Identify stakeholders	Immediately	Agency Administrator and staff	1) Identify internal staff who may become involved in the SHIELD intervention 2) Identify external agencies who may play a role in the SHIELD intervention such as recruitment and referrals	1) List of internal staff 2) List of other organizations with which the agency is currently working. 3) List of other organizations with which the agency wants to establish a collaboration

Initial meeting to inform stakeholders about SHIELD implementation	Immediately after identifying stakeholders	Agency Administrator, Agency staff, stakeholders	<ul style="list-style-type: none"> 1) Inform stakeholders about new program and trainings 2) Obtain support from stakeholders for the SHIELD intervention 3) Get stakeholders involved in the SHIELD intervention through initial meetings and orientations 	<ul style="list-style-type: none"> 1) SHIELD starter kit 2) MOAs/MOUs from other organizations
Estimate the budget to implement SHIELD	Immediately	Agency Administrator	<ul style="list-style-type: none"> 1) Determine agencies level of financial resources that are available to implement SHIELD 	<ul style="list-style-type: none"> 1) SHIELD Cost Categories Worksheet
** If funding is not available at this time, adequate resources should be secured before moving forward or hiring new staff **				
Identify/hire SHIELD staff	10-12 weeks prior to implementation	Agency Administrator	<ul style="list-style-type: none"> 1) Hire Project Manager, facilitator, and recruiter 2) Staff will gain knowledge of their role(s) and responsibilities on the SHIELD intervention 	<ul style="list-style-type: none"> 1) Descriptions of job roles and responsibilities 2) Contract agreements (if applicable)
Determine guidelines for SHIELD group composition	8-10 weeks prior to implementation	Project Manager	<ul style="list-style-type: none"> 1) Decide on the number of participants to enroll in each SHIELD cycle 2) Determine if mixed groups of addiction levels will be offered. 3) Decide the appropriate age for SHIELD participants 	<ul style="list-style-type: none"> 1) Project goals

Determine which optional curriculum activities to include	8-10 weeks prior to implementation	Project Manager	<ol style="list-style-type: none"> 1) Decide if Booster sessions will be offered 2) Decide if drug splitting demonstrations will be included 	1) SHIELD Facilitator Guide
Train facilitators on SHIELD curriculum	8-10 weeks prior to implementation	Project Manager, Facilitators,	<ol style="list-style-type: none"> 1) Facilitators will be able to deliver the curriculum as written 2) Facilitators will gain knowledge about group processes and the function of facilitation 3) Facilitators will be able to recognize and manage group dynamics 	1) SHIELD Facilitator Guide
Develop marketing and recruitment plan	6-8 weeks prior to implementation	Project Manager, Recruiter	<ol style="list-style-type: none"> 1) Identify appropriate venues where target population congregate 2) Conduct field visits to assess potential recruitment sites 3) Create marketing plan including flyers and advertisements 	<ol style="list-style-type: none"> 1) List of recruitment and outreach 2) Field visit forms 3) Marketing materials
Staff training on recruitment and retention	6-8 weeks prior to implementation	Project Manager, Facilitators, Recruiter	<ol style="list-style-type: none"> 1) Recruiters gain instruction on how to approach potential participants 2) Recruiters become familiar with all potential recruitment sites 	<ol style="list-style-type: none"> 1) List of recruitment and outreach 2) Field visit forms 3) Marketing materials

Acquire/purchase of supplies and equipment needed for implementation	6-8 weeks prior to implementation	Project Manager, Facilitators	<p>1) Contact state and local health departments to request no-cost condoms and safer injection equipment (if available)</p> <p>2) Contact at least 3 vendors to compare prices for supplies</p>	<p>1) List of state and local health departments that provide prevention materials</p> <p>2) Catalogs from prevention companies</p> <p>3) Catalogs for office supply vendors</p>
Identify location & timing of SHIELD intervention sessions	6-8 weeks prior to implementation	Project Manager	<p>1) Determine time and frequency of sessions</p> <p>2) Identify a location for holding SHIELD sessions</p>	<p>1) Calendar of sessions</p> <p>2) Agency or rental space</p>
Develop Security/Safety Plan	6-8 weeks prior to implementation	Project Manager	<p>1) Determine policy on having weapons on premises</p> <p>2) Identify point of contact in the event of an emergency</p> <p>3) Establish a list of emergency contacts and phone number</p>	<p>1) Agency Safety Protocol</p>
Develop a Relapse Prevention plan	6-8 weeks prior to implementation	Project Manager	<p>1) Develop a protocol to serve clients who may relapse as a result of being in the SHIELD intervention.</p>	<p>1) Agency relapse protocol</p>

Develop Program Evaluation Plan	4-6 weeks prior to implementation	Project Manager, Outside Evaluator (if needed)	<ol style="list-style-type: none"> 1) Identify questions that the evaluation will answer 2) Hire outside evaluator (if needed) 3) Determine methods and data sources for evaluation data collection 	<ol style="list-style-type: none"> 1) Evaluation plan including description of methods, data sources, staff responsible, and timeline 2) Recommended Evaluation forms
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Agency Self-Assessment

One of the first steps for your organization is to complete the **SHIELD Agency Readiness Self-Assessment**. This assessment will help organizations determine if they have the capacity to implement SHIELD. This assessment should be completed by a staff member who is familiar with the agency structure, mission, budget, and strategic plan such as the Executive Director, Administrator, or Manager.

After completion of the self-assessment, organizations will be able to identify areas where their capacity is adequate, as well as areas that need to be strengthened prior to SHIELD implementation.

SHIELD Agency Readiness Self-Assessment

This assessment is designed to help agencies (i.e. CBOs, AIDS Service Organizations, Substance Abuse Treatment Agencies, etc.) to determine if they have the capacity to implement SHIELD. The assessment should be completed by a staff member who is familiar with the agency structure, mission, budget, and strategic plan. **It is essential to have all of these elements in place prior to implementation.**

Please read each “Capacity and Resources needed for SHIELD” and put a checkmark (√) in one of the columns.

Capacities and Resources needed for SHIELD	Yes, we have the capacity (1)	We do not presently have the capacity but we can build it prior to implementation (2)	We do not have the capacity and cannot build it (3)
1. HIV prevention & offering a range of risk reduction options, is a part of the agencies’ mission and/or goals.			
2. Budget to implement SHIELD.			
3. All levels of staff are committed to implement SHIELD (e.g., front line staff, administrators).			
4. Participants/clients who are former or current drug users (heroin, cocaine, or crack) who frequently interact with other drug users.			
5. A staff member who can recruit potential participants.			
6. Access to one large room to conduct the small-group intervention sessions.			
7. At least 1 (preferably 2) staff members who can deliver the SHIELD intervention sessions.			
8. Knowledge and access to community resources and referrals regarding HIV risk reduction and testing.			
9. Capacity to conduct evaluation activities (i.e., staff evaluator or funding for an outside evaluator).			

If all of your responses were in Column 1 (Yes, we have the capacity) or Column 2 (We do not presently have the capacity but we can build it prior to implementation), your agency is likely “ready” to implement SHIELD.

Gaining Stakeholder “Buy-in”

After your organization has determined that it has the necessary capacity to implement SHIELD, it is important to get “buy-in” from all stakeholders. A stakeholder is someone or some agency/organization that has a vested interest in the successful implementation of the intervention. This group includes anyone affected by implementation of the SHIELD intervention such as the Board of Directors/Executive Board, agency staff, funding sources, and other community agencies that may be referral sources as well as organizations your agency refers SHIELD participants to.

Each agency should identify an intervention *Champion*, someone who will advocate for implementation of the SHIELD intervention. The champion should be a central person who will interact with stakeholders and begin the “buy-in” process. The first step in this process is to hold an introductory meeting with stakeholders. This meeting provides an opportunity for administrators to introduce the SHIELD intervention as well as discuss how the agency would benefit by implementing the program. It is also a chance to get feedback from stakeholders and answer their questions. In addition, it is important to highlight the benefits of what your agency has to offer clients and other stakeholders.

Your agency’s intervention *Champion* can use the stakeholder’s checklist to obtain support for implementing the SHIELD intervention. The checklist contains those items the champion can use to convince the stakeholders that the SHIELD intervention can and should be implemented because it meets the needs of the community your agency serves.

SHIELD Stakeholder’s Checklist

1. Assess the agency to determine whether they will support the *core elements* of the **SHIELD intervention**.

2. Identify your stakeholders

Your agency’s Board of Directors/Executive Board _____

Staff members from your agency who will have a role in the operation of the intervention

i. Administrators who will obtain support _____

ii. Supervisors who will monitor the intervention _____

iii. Staff who will deliver the intervention and interact with participants at any level _____

Local agencies, outside of your own agency, from which you could recruit participants, counselors/facilitators, or both.

iv. Agencies offering support groups for former and current drug users

v. Health care providers and mental health professionals serving former and current drug users

vi. Social service agencies reaching former and current drug users.

vii. Organizations of former and current drug users and organizations which may have members who are former and current drug users

Organizations which could provide assistance or other resources

viii. Merchants for incentives, refreshments _____

ix. Agencies, merchants, printers, publishers, broadcasters, and others that can advertise the intervention _____

x. Agencies that can provide a venue for the intervention _____

xi. Agencies that can provide child care _____

xii. Agencies that can provide transportation _____

xiii. Advisory board to help tailor intervention _____

xiv. Other collaborating agencies to provide information for resource packets _____

Agencies with which your agency needs to maintain good community or professional relations

xv. Local health department _____

xvi. Local medical and mental health associations _____

xvii. Your funding source(s) _____

xviii. Others _____

3. Inform and Involve Stakeholders in the SHIELD intervention

Inform stakeholders about the intervention

i. Decide in advance what specific roles you want each stakeholder to play. Who will you ask to:

1. Provide financial support _____

2. Refer former and current drug users (heroin, cocaine, and crack) to the intervention _____

3. Assist with implementation of the intervention _____

4. Be a resource to which you can refer participants _____

5. Join your community advisory board _____
6. Help tailor the intervention for your target population _____
7. Assist in advertising the intervention _____
8. Provide a room in which the sessions can be held _____
9. Supply refreshments for participants _____
10. Donate small incentives or prizes for participants _____
11. Speak supportively about SHIELD in conversations with their associates _____

Send letters that tell stakeholders about SHIELD, its importance, that your agency is/will be making the intervention available, what specific role(s) you think that they might play in the success of the intervention, and offer an opportunity for them to learn more.

Call in two weeks and assess their interest. If they are interested, schedule a time to meet (e.g., one-on-one, lunch-and-learn at your agency with a group of other stakeholders, presentation at their agency for several of their staff or association members).

Get stakeholders' support

- ii. Describe several specific roles they could play.
- iii. Emphasize the benefits of their involvement to themselves, their agency, the community, and persons living with HIV and answer questions.
- iv. Invite them to commit to supporting former and current drug **users** by taking on one or more roles. Keep track of commitments.

Get stakeholder involvement in implementation

Soon after meeting, send thank you letters that specify the role(s) to which they committed. If they did not commit, send letters thanking them for their time and interest and ask them to keep the letter on file in case they reconsider later.

For persons who committed to involvement later in the process, send them brief progress updates and an estimate of when you will be calling on their support.

Hold periodic celebratory meetings for supporters to acknowledge your appreciation for and the value of their contributions, update them on the intervention's progress and keep them engaged.

SHIELD Staffing Patterns and Responsibilities

The SHIELD intervention is composed of 6 sessions. As noted previously, we recommend that 1-2 sessions for a given SHIELD cycle be held per week. With this schedule, a SHIELD group can complete the full intervention set in about 3-6 weeks. This time frame is appropriate for giving participants ample opportunity to practice conducting Peer Outreach and using their PEER communication skills.

At a minimum, SHIELD should be implemented with 2 Full-Time Equivalents (FTEs). These staff members will be responsible for recruiting participants, marketing the program, facilitating sessions, and conducting evaluation activities. The following staff breakdown is recommended:

- 1 Project Manager (50%)
- 2 Facilitator (50% each)
- 1 Recruiter (50%)

With these staff members in place, agencies can offer up to two cycles of SHIELD participants at different times per week. For example, one group of sessions can be held mornings while another can be held in the evening. Thus, over a 3-week period, two different SHIELD cycles will be completed.

Please note: this staffing pattern is the minimal number needed to implement SHIELD effectively. If your agency plans to serve a large number of clients and your budget allows for additional staff, you may consider having more staff such as 2 recruiters (50% each) or a 100% FTE who plays the role of 2nd recruiter and Facilitator.

This proposed staffing assumes that your agency has additional staff in place such as an administrative assistant, receptionist, and administrator who are responsible for the overall functioning of the organization. Their duties may include answering phone calls, scheduling appointments, ordering supplies, etc.

Organizations may find potential candidates through networking, posted advertisements in newsletters, online job search engines, and community venues.

Project Manager

The Project Manager is responsible for the daily operations of the SHIELD intervention and staff supervision, as well as ensuring that the program goals are met. Therefore, this staff member wears many hats and is involved in all phases of the SHIELD project.

Main responsibilities include:

- Overall oversight of SHIELD implementation
- Hiring facilitators and recruiter
- Supervision of facilitators and recruiter
- Managing program-specific
- Debriefing with Facilitators after each intervention session
- Monitoring recruitment, retention and quality assurance
- Monitoring fidelity of the intervention
- Developing an evaluation plan
- Assisting administrators with applying for funding
- Developing participant recruitment plan budget
- Staff training (initial and on-going)
- Overseeing quality assurance of protocols
- Meeting with recruiters
- Back-up facilitation of intervention sessions¹
- Recordkeeping and database management
- Writing project reports and updates
- Overseeing evaluation activities²
- Identifying & requesting areas where Technical Assistance is needed

Facilitators

Facilitators are responsible for preparation and implementation of the SHIELD intervention sessions. The facilitators are the main liaisons between participants and the agency. In addition, since facilitators will have the most amount of direct contact with participants, they also serve as a source for referrals (i.e., medical, social services, etc) and information among participants. In addition, facilitators may assist with recruitment efforts if more manpower is needed.

SHIELD should be implemented with two facilitators. Although some agencies may contract with external consultants to facilitate groups, we strongly recommend having at least one of the facilitators as part of the agency's internal staff.

In addition, a high level of education (such as a college degree) is not critical. However, experience working with drug users and knowledge of risk reduction options is important.

¹ Some agencies may want the Project Manager to be trained as a back-up facilitator of the SHIELD intervention sessions in case one of the designated facilitators is unable to attend an intervention session.

² If your organization hires an outside consultant to conduct evaluation activities, the Project Manager should be the liaison between the evaluator and organization.

Main responsibilities include:

- Preparing intervention materials
- Setting up and cleaning intervention room
- Leading SHIELD intervention sessions
- Debriefing with Project Manager
- Preparing SHIELD Group summaries
- Assisting with collection of evaluation data
- Assisting with recruitment efforts (if needed)
- Screening potential participants
- Assisting with recruitment & reminder calls/letters
- Staying up-to-date on health information
- Providing referrals to participants
- Ordering supplies for group sessions
- Developing & maintaining a repository of community resources for participants

Recruiter

A recruiter is needed to ensure that a continual flow of participants is available for the SHIELD intervention. The recruiter needs to conduct outreach in the street as well as through community agencies. Thus, the recruiter is an important liaison between your agency and other community organizations. Recruiters also need to have knowledge of services and resources in the community since they may be asked about resources from individuals they approach as they do outreach.

SHIELD has been implemented with 1 part-time recruiter. However, if your agency experiences recruitment challenges who plans to serve a large number of clients, you may consider having 1 full-time recruiter. Another option is to have one of the facilitators conduct recruitment activities.

In addition to a designated staff recruiter, agencies are encouraged to enlist volunteers to assist with recruitment.

Main responsibilities include:

- Conducting street outreach for recruitment
- Posting flyers in community locations
- Keeping detailed notes on recruitment sources
- Assisting with screening of potential participants
- Establishing linkages with community agencies
- Photocopying flyers & advertisements
- Making reminder calls/sending letters to participants
- Distributing HIV information & risk reduction materials during street outreach

Resources, Supplies, and Equipment for SHIELD

The following section outlines the supplies and materials needed for an agency to implement SHIELD. The supplies may be used for administrative tasks, recruitment, facilitating intervention sessions, and evaluation.

General administrative supplies and equipment

Paper
Telephone
Photocopier (or access to one)
Computer (for record keeping and database management)
Room large enough to hold up to 14 people (i.e., 2 facilitators and up to 12 participants)
Cell phones (helpful for recruiters)
Bags for outreach materials

Materials and resources for intervention sessions

Nametags
Newsprint
Easel
Pens for participants
Paper for participants
Sign-in sheets
Markers
Push pins or masking tape (for posters)
Handouts for each session (if needed)
Graduation Certificates (handed out during SHIELD intervention Session 6)
Calendar of session dates (handed out at Pre-Program Contact)

Chairs
Table (for demonstrations)
Snacks
Incentives for participants
Napkins, cups, plates

Safer Sex Kits (see picture on next page)

Male condoms³
Female Condoms
Water-based Lubricants

Safer injection Kits (see picture on next page)

Cooker
Cotton
Bottles of rinse water
Alcohol pads

Male condom model (to demonstrate correct use of male condoms)

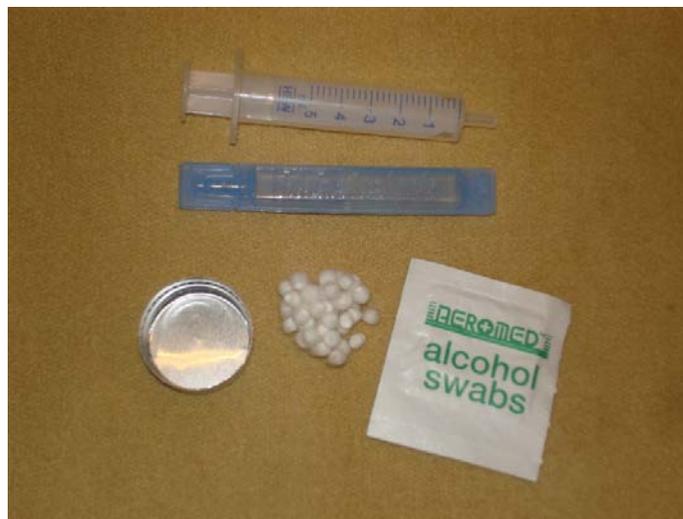
Female condom model (to demonstrate correct use of female condoms)

³ Many local health departments provide male and female condoms to local community agencies at no or minimal cost. You are encouraged to contact your local health department for more information.

Example of contents for Safer Sex Kits



Example of contents for Safer Injection Kits



Estimating the Budget for Implementing SHIELD

SHIELD is a low cost intervention and requires few staff, minimal technology and nominal space to implement. Although an adequate budget for staffing and supplies is essential for successful implementation of SHIELD it is possible to make use of existing infrastructure.

Budgets vary from organization to organization. Here are general categories that an agency should consider when estimating their budget.

- **Personnel**: Personnel are often the most expensive component of a program's budget. This component includes staff salaries. As noted in the previous section, SHIELD requires a Project Manager, 2 Facilitators, and a Recruiter.
- **Facilities**: This category includes rent, utilities, insurance, and maintenance. SHIELD requires access to at least one large room to hold the small group (5-8 participants plus 2 facilitators) intervention sessions. In addition, one smaller office is needed for one-on-one assessments with clients. If an agency's own facility does not offer this space, additional space will need to be rented or borrowed from another facility.
- **Equipment**: Standard office equipment is needed to print/duplicate project forms and handouts, look up current information about resources related to HIV prevention (i.e., internet), and enter/store client and evaluation data. Recommended equipment includes a telephone, computer, photocopier (or access to one), printer, and telephones.
- **Supplies**: Standard office supplies (e.g., newsprint, easel, markers, etc.) are needed for SHIELD. Additional supplies should include refreshments for participants during group sessions and intervention materials (i.e., condoms, safer injection kits).
- **Recruitment**: In order to recruit participants, agencies will need to develop flyers and advertisements that can be widely disseminated throughout the community. This category also includes the costs associated with advertising in newspapers or other media. In addition, agencies may choose to distribute candy, food or risk reduction materials during recruitment.
- **Incentives**: Incentives should be offered to participants when they attend each intervention session. Agencies will find that recruitment and retention is higher when incentives are offered to participants. Incentives may include a range of items such as free lunch, t-shirts, and grocery store gift cards.
- **Travel**: Some agencies may require a budget for travel (mileage, parking, gas, public transportation, etc.) for staff as well as participants. Another travel

expense is attending the CDC-DEBI training. For more information, please visit www.effectiveinterventions.org.

- **Consultants/Contractors:** Agencies are encouraged to seek technical assistance for evaluation, staff trainings, or for any areas that need to be enhanced.

Cost Categories Breakdown to Implement SHIELD

The following worksheet is a guide to assist your agency in determining the budget needed to implement the SHIELD intervention. Your agency may already have some of the itemized resources already in place.

Categories	Pre-implementation (start-up)		Implementation (intervention delivery)	
<u>Personnel</u> (% time spent on intervention)	# staff	% time, # hrs/wk	# staff	% time, # hrs/wk
<u>Salaried</u>				
Project Manager	1	50%	1	50%
Facilitators	2	50% (each)	2	50% (each)
Recruiter	1	50%	1	50%
<u>Facility</u> (% time used for intervention)				
Rent-office	\$ x	%=	\$ x	%=
Rent-small group meeting space	\$ x	%=	\$ x	%=
Utilities	\$ x	%=	\$ x	%=
Maintenance	\$ x	%=	\$ x	%=
Insurance	\$ x	%=	\$ x	%=
<u>Equipment</u> (% time used for intervention)				
Computer	\$ x	%=	\$ x	%=
Internet service provider	\$ x	%=	\$ x	%=
Telephones	\$ x	%=	\$ x	%=
Chairs for participants			12 x	\$/ each
Cell Phones (for recruiters)	1 x	\$	1 X	\$/ each
<u>Supplies</u>				
Replication package/kit	1 x	\$	0	
Postage & Mailing	\$		\$	
<u>Office supplies</u>				
Paper	# x	\$ /ream	# x	\$ /ream
Pens		\$ /dozen		\$ /dozen
<u>Intervention materials</u>				
Newsprint			5	\$/ each
Easel			1 x	\$
Markers				
Condoms (male and female) ⁴			\$ x	\$/ box

⁴ Many local health departments provide male and female condoms to local community agencies at no or minimal cost. You are encouraged to contact your local health department for more information.

Lubricants			\$ x	\$/ each
Male condom model			\$ x	\$/ each
Female condom model			\$ x	\$/ each
Safer injection kits			\$ x	\$/ box
Printed materials				
flyers/brochures	\$ x	\$/ box	\$ x	\$/ box
forms	\$ x	\$/ box	\$ x	\$/ box
Catering/refreshments	\$ x	\$/ person	\$ x	\$/ person
Incentives ⁵	\$ x	\$/ person	\$ x	\$/ person
<u>Recruitment</u>				
Advertising (for staff/volunteers)	\$ x	\$/ ad	\$ x	\$/ ad
Advertising (for participants)	\$ x	\$/ ad	\$ x	\$/ ad
<u>Travel</u>				
Staff Travel	\$ x	\$/person	\$ x	\$/person
Participant Travel	\$ x	\$/person	\$ x	\$/person
<u>Consultants/Contractors</u>				
Technical Assistance	\$ x	\$/person	\$ x	\$/person
Staff Training	\$ x	\$/person	\$ x	\$/person

⁵ Line-item cost for incentives will vary depending on the type of incentives offered by implementing agencies.



A P E E R - L E D P R O J E C T

Implementation Plan



A PEER-LED PROJECT

SHIELD Intervention Implementation Plan

SHIELD: A Cost-Effective Intervention

SHIELD is low-cost intervention that requires few staff, minimal technology, and nominal space to implement. Although an adequate budget for staffing and supplies is essential for successful implementation of SHIELD it is possible to make use of existing infrastructure.

At a minimum, SHIELD should be implemented with 2 Full-Time Equivalents (FTEs). These staff members will be responsible for recruiting participants, marketing the program, facilitating sessions, and conducting evaluation activities. The following staff breakdown is recommended:

- 1 Project Manager (50%)
- 2 Facilitator (50% each)
- 1 Recruiter (50%)

Please note: this staffing pattern is the minimal number needed to implement SHIELD effectively. If your agency plans to serve a large number of clients and your budget allows for additional staff, you may consider having more staff such as 2 recruiters (50% each) or a 100% FTE who plays the role of 2nd recruiter and Facilitator.

With these staff members in place, agencies can offer up to two cycles of SHIELD at different times per week. For example, one group of sessions can be held mornings while another can be held in the evening. Thus, over a 3-week period, two different SHIELD cycles will be completed.

Estimating the Budget for Implementing SHIELD

Budgets vary from organization to organization. Here are general categories that an agency should consider when estimating their budget.

- **Personnel:** Personnel are often the most expensive component of a program's budget. This component includes staff salaries. As shown above, SHIELD requires 4 staff members (50% time each).
- **Facilities:** This category includes rent, utilities, insurance, and maintenance. SHIELD requires access to at least one large room to hold the small group (4-12

participants plus 2 facilitators) intervention sessions. In addition, one smaller office is needed for the pre-program contact with clients. If an agency's own facility does not offer this space, additional space will need to be rented or borrowed from another facility.

- **Equipment:** Standard office equipment is needed to print/duplicate project forms and handouts, look up current information about resources related to HIV prevention (i.e., internet), and enter/store client and evaluation data. Recommended equipment includes a telephone, computer, photocopier (or access to one), and a printer.
- **Supplies:** Standard office supplies (e.g., newsprint, easel, markers, etc.) are needed for SHIELD. Additional supplies should include refreshments for participants during group sessions and intervention materials (i.e., condoms, safer injection kits).
- **Recruitment:** In order to recruit participants, agencies will need to develop flyers and advertisements that can be widely disseminated throughout the community. This category also includes the costs associated with advertising in newspapers or other media. In addition, agencies may choose to distribute candy, food or risk reduction materials during recruitment.
- **Incentives:** Incentives may be offered to participants when they attend each intervention session. Agencies will find that recruitment and retention is higher when incentives are offered to participants. Incentives may include a range of items such as free lunch, t-shirts, and grocery store gift cards.
- **Travel:** Some agencies may require a budget for travel (mileage, parking, gas, public transportation, etc.) for staff as well as participants. Another travel expense is attending the CDC-DEBI training. For more information, please visit www.effectiveinterventions.org.
- **Consultants/Contractors:** Agencies are encouraged to seek technical assistance for evaluation, staff trainings, or for any areas that need to be enhanced.

Cost Categories Breakdown to Implement the SHIELD Intervention

The following worksheet is a guide to assist your agency in determining the budget needed to implement the SHIELD intervention. Your agency may already have some of the itemized resources already in place.

Categories	Pre-implementation (start-up)		Implementation (intervention delivery)	
Personnel (% time spent on intervention)	# staff	% time, # hrs/wk	# staff	% time, # hrs/wk
Salaried				
Project Manager	1	50%	1	50%
Facilitators	2	50% (each)	2	50% (each)
Recruiter	1	50%	1	50%
Facility (% time used for intervention)				
Rent-office	\$ x	%=	\$ x	%=
Rent-small group meeting space	\$ x	%=	\$ x	%=
Utilities	\$ x	%=	\$ x	%=
Maintenance	\$ x	%=	\$ x	%=
Insurance	\$ x	%=	\$ x	%=
Equipment (% time used for intervention)				
Computer	\$ x	%=	\$ x	%=
Internet service provider	\$ x	%=	\$ x	%=
Telephones	\$ x	%=	\$ x	%=
Chairs for participants			12 x	\$ /each
Cell Phones (for recruiters)	1 x	\$	1 X	\$ /each
Supplies				
Replication package/kit	1 x	\$	0	
Postage & Mailing	\$		\$	
Office supplies				
Paper	# x	\$ /ream	# x	\$ /ream
Pens		\$ /dozen		\$ /dozen
Intervention materials				
Newsprint			5	\$ /each
Easel			1 x	\$
Markers				
Condoms (male and female) ⁶			\$ x	\$ /box
Lubricants			\$ x	\$ /each

⁶ Many local health departments provide male and female condoms to local community agencies at no or minimal cost. You are encouraged to contact your local health department for more information.

Male condom model			\$ x	\$ /each
Female condom model			\$ x	\$ /each
Safer injection kits			\$ x	\$ /box
Printed materials				
flyers/brochures	\$ x	\$ /box	\$ x	\$ /box
forms	\$ x	\$ /box	\$ x	\$ /box
Catering/refreshments	\$ x	\$ /person	\$ x	\$ /person
Incentives ⁷	\$ x	\$ /person	\$ x	\$ /person

Recruitment

Advertising (for staff/volunteers)	\$ x	\$ /ad	\$ x	\$ /ad
Advertising (for participants)	\$ x	\$ /ad	\$ x	\$ /ad

Travel

Staff Travel	\$ x	\$ /person	\$ x	\$ /person
Participant Travel	\$ x	\$ /person	\$ x	\$ /person

Consultants/Contractors

Technical Assistance	\$ x	\$ /person	\$ x	\$ /person
Staff Training	\$ x	\$ /person	\$ x	\$ /person

Timelines for SHIELD preparation, implementation, and maintenance

Recommended timelines of all pre-implementation, implementation, and maintenance activities, staff responsibilities, timeframe, and materials needed are provided on the following pages. Agencies are encouraged to follow this timeline in order to prepare for, implement, and sustain SHIELD at their agency in a timely, cost-effective manner. This timeline assumes that funding has been secured and is available to the agency.

⁷ Line-item cost for incentives will vary depending on the type of incentives offered by implementing agencies.

SHIELD Intervention Getting Started & Pre- Implementation Timeline

Activity	Timeline for completion of activity	Staff person responsible for activity	Objective	Forms/Materials needed
Conduct Agency Self-Assessment	Immediately	Agency Administrator	1) Determine current capacity to Implement SHIELD 2) Identify areas that need to be strengthened prior to implementation (i.e. based on self-assessment worksheet)	1) Agency Self-Assessment worksheet 2) SHIELD starter kit
Conduct Community Resources Assessment	Immediately	Agency Administrator	1) Identify resources in the community that may be used as options and resources for the SHIELD intervention	1) Agency resource guide
Identify stakeholders	Immediately	Agency Administrator and staff	1) Identify internal staff who may become involved in the SHIELD intervention 2) Identify external agencies who may play a role in the SHIELD intervention such as recruitment and referrals	1) List of internal staff 2) List of other organizations with which the agency is currently working. 3) List of other organizations with which the agency wants to establish a collaboration

Initial meeting to inform stakeholders about SHIELD implementation	Immediately after identifying stakeholders	Agency Administrator, Agency staff, stakeholders	<ul style="list-style-type: none"> 1) Inform stakeholders about new program and trainings 2) Obtain support from stakeholders for the SHIELD intervention 3) Get stakeholders involved in the SHIELD intervention through initial meetings and orientations 	<ul style="list-style-type: none"> 1) SHIELD starter kit 2) MOAs/MOUs from other organizations
Estimate the budget to implement SHIELD	Immediately	Agency Administrator	<ul style="list-style-type: none"> 2) Determine agencies level of financial resources that are available to implement SHIELD 	<ul style="list-style-type: none"> 1) SHIELD Cost Categories Worksheet
** If funding is not available at this time, adequate resources should be secured before moving forward or hiring new staff **				
Identify/hire SHIELD staff	10-12 weeks prior to implementation	Agency Administrator	<ul style="list-style-type: none"> 1) Hire Project Manager, facilitator, and recruiter 2) Staff will gain knowledge of their role(s) and responsibilities on the SHIELD intervention 	<ul style="list-style-type: none"> 1) Descriptions of job roles and responsibilities 2) Contract agreements (if applicable)
Determine guidelines for SHIELD group composition	8-10 weeks prior to implementation	Project Manager	<ul style="list-style-type: none"> 1) Decide on the number of participants to enroll in each SHIELD cycle 2) Determine if mixed groups of addiction levels will be offered. 3) Decide the appropriate age for SHIELD participants 	<ul style="list-style-type: none"> 1) Project goals

Determine which optional curriculum activities to include	8-10 weeks prior to implementation	Project Manager	<ol style="list-style-type: none"> 1) Decide if Booster sessions will be offered 2) Decide if drug splitting demonstrations will be included 	1) SHIELD Facilitator Guide
Train facilitators on SHIELD curriculum	8-10 weeks prior to implementation	Project Manager, Facilitators,	<ol style="list-style-type: none"> 1) Facilitators will be able to deliver the curriculum as written 2) Facilitators will have conducted mock sessions of all 6 sessions. 3) Facilitators will gain knowledge about group processes and the function of facilitation 4) Facilitators will be able to recognize and manage group dynamics 	1) SHIELD Facilitator Guide
Develop marketing and recruitment plan	6-8 weeks prior to implementation	Project Manager, Recruiter	<ol style="list-style-type: none"> 1) Identify appropriate venues where target population congregate 2) Conduct field visits to assess potential recruitment sites 3) Create marketing plan including flyers and advertisements 	<ol style="list-style-type: none"> 1) List of recruitment and outreach 2) Field visit forms 3) Marketing materials

Staff training on recruitment and retention	6-8 weeks prior to implementation	Project Manager, Facilitators, Recruiter	<ol style="list-style-type: none"> 1) Recruiters gain instruction on how to approach potential participants 2) Recruiters become familiar with all potential recruitment sites 	<ol style="list-style-type: none"> 1) List of recruitment and outreach 2) Field visit forms 3) Marketing materials
Acquire/purchase of supplies and equipment needed for implementation	6-8 weeks prior to implementation	Project Manager, Facilitators	<ol style="list-style-type: none"> 1) Contact state and local health departments to request no-cost condoms and safer injection equipment (if available) 2) Contact at least 3 vendors to compare prices for supplies 	<ol style="list-style-type: none"> 1) List of state and local health departments that provide prevention materials 2) Catalogs from prevention companies 3) Catalogs for office supply vendors
Identify location & timing of SHIELD intervention sessions	6-8 weeks prior to implementation	Project Manager	<ol style="list-style-type: none"> 1) Determine time and frequency of sessions 2) Identify a location for holding SHIELD sessions 	<ol style="list-style-type: none"> 1) Calendar of sessions 2) Agency or rental space
Develop Security/Safety Plan	6-8 weeks prior to implementation	Project Manager	<ol style="list-style-type: none"> 1) Determine policy on having weapons on premises 2) Identify point of contact in the event of an emergency 3) Establish a list of emergency contacts and phone number 	<ol style="list-style-type: none"> 1) Agency Safety Protocol

Develop a Relapse Prevention plan	6-8 weeks prior to implementation	Project Manager	1) Develop a protocol to serve clients who may relapse during their participation in the SHIELD intervention.	1) Agency relapse protocol
Develop Program Evaluation Plan	4-6 weeks prior to implementation	Project Manager, Outside Evaluator (if needed)	<ul style="list-style-type: none"> 1) Identify questions that the evaluation will answer 2) Hire outside evaluator (if needed) 3) Determine methods and data sources for evaluation data collection 	<ul style="list-style-type: none"> 1) Evaluation plan including description of methods, data sources, staff responsible, and timeline 2) Recommended Evaluation forms

SHIELD Intervention Implementation Timeline

Activity	Timeline for completion of activity	Staff person responsible for activity	Objective	Forms/Materials needed
Monitor recruitment efforts	Ongoing	Project Manager; Recruiter	1) Keep track of recruitment efforts and successes 2) Identify barriers to recruitment	1) Recruiter notes 2) Process Monitoring form
Conduct Pre-Program Contacts	Ongoing	Project Manager; Facilitators, Recruiter	1) Provide a description of the SHIELD intervention for interested participants 2) Determine if SHIELD intervention is appropriate for each client	1) SHIELD Enrollment Form
Participants are enrolled in the SHIELD intervention	Ongoing	Project Manager; Facilitators	1) Keep track of participants enrolled for SHIELD intervention	1) Process Monitoring forms
Conduct SHIELD intervention sessions	Ongoing	Facilitators	1) Conduct Sessions 1-6 with each SHIELD Cycle. 2) Identify successes, challenges, and concerns regarding participants 3) Monitor session attendance	1) SHIELD Facilitators Guide 2) Intervention materials and supplies 3) Session attendance sheets

Booster sessions are held (optional)	Monthly	Facilitators	<ol style="list-style-type: none"> 1) Boost participant skills learned in SHIELD sessions 2) Talk about progress of Peer Outreach 3) Problem-solve any barriers to Peer Outreach 4) Give Peer Educators an opportunity to replenish outreach supplies 5) Maintain contact with SHIELD graduates 	<ol style="list-style-type: none"> 1) SHIELD Facilitators Guide 2) Peer Educator supplies 3) Participant feedback forms
Project Manager recruiter meet regularly	Ongoing	Project Manager, Recruiter	<ol style="list-style-type: none"> 1) Discuss recruitment progress 2) Identify any barriers to recruitment 2) Identify ongoing effective recruitment venues 	<ol style="list-style-type: none"> 1) Recruitment plan 2) Site Visit forms 3) Recruiter notes
Project Manager and Facilitators meet regularly	Ongoing	Project Manager, Facilitators	<ol style="list-style-type: none"> 1) Discuss successes and challenges pertaining to curriculum or participants 2) Identify deviations from intervention protocols 3) Give facilitators opportunity for additional practice and feedback 	<ol style="list-style-type: none"> 1) Debriefing questions 2) Supervisor rating forms 3) Facilitator summaries

Collect evaluation data	Ongoing	Project Manager, Facilitators, Outside evaluation consultant (if needed)	<ol style="list-style-type: none"> 1) Collect evaluation data 2) Keep evaluation data organized and confidential 	<ol style="list-style-type: none"> 1) Process Monitoring form 2) Process Evaluation form 3) Pre & Post Assessment form 4) Participant feedback form 5) Evaluator notes
Hold meetings to review SHIELD evaluation data	Ongoing (minimally once a month)	Project Manager, Outside evaluation consultant (if needed)	<ol style="list-style-type: none"> 1) Provide written and verbal summaries about recruitment goals, client satisfaction, staff satisfaction, client retention, impact on behavior (as appropriate) 2) Use summaries to modify implementation 	<ol style="list-style-type: none"> 1) Evaluation data forms 2) Evaluation summary

SHIELD Intervention Maintenance Timeline

Activity	Timeline for completion of activity	Staff person responsible for activity	Objective	Forms/Materials needed
Provide staff development and training opportunities	Quarterly	Project Manager, Recruiter, Facilitators	1) Keep staff abreast of current health information 2) Ensure staff needs are being addressed 3) Gain feedback on what works and does not work 4) Address changes in the community and target population.	1) TA Request for external trainer (if needed) 2) Agenda for training session 3) Training handouts 4) Attendance Sheets
Identify funding sources	6-12 months before end of existing funding source	Agency Administrator, Project Manager	1) Staff will review potential funding sources with Agency Administrator 2) Seek grant writing TA (if needed)	1) List of funding agencies
Prepare & submit funding proposals	Deadlines vary	Agency Administrator, Project Manager	1) Write and submit grant proposals	1) Proposals submitted
Prepare evaluation reports	Quarterly; Final report	Program Evaluator, Project Manager	1) Write quarterly and final reports on the SHIELD intervention 2) Present evaluation findings to SHIELD staff	1) Evaluation forms 2) Quarterly evaluation reports 3) Final evaluation report